

# STATE OF ALABAMA BOARD OF PARDONS AND PAROLES

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## ANNUAL REPORT FY 2014

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***EXERCISING ALABAMA'S CLEMENCY POWER TO GRANT PAROLES, ISSUE PARDONS, AND RESTORE VOTING RIGHTS; PROVIDING STATEWIDE SUPERVISION FOR PAROLE AND COURT ORDERED PROBATION; CONDUCTING PRE-SENTENCE INVESTIGATIONS FOR EVERY FELONY CONVICTION***

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# Message from the Acting Executive Director

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CLIFF WALKER  
Chairman of the Board

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PHIL BRYANT  
Executive Director

EDDIE COOK, JR.  
Assistant Executive Director

December 30, 2014

On behalf of the Alabama Board of Pardons and Paroles, I am pleased to present the agency's Annual Report of the activities of the Board, its Probation and Parole officers, and support staff members during the previous fiscal year.

Following the retirement of Executive Director Cynthia Dillard in November who dedicated thirty-five years to the state, I am equally pleased to serve as the agency's new Executive Director. My twenty-nine years with the state—twenty-four of which were with Pardons and Paroles, two-and-a-half with the Department of Human Resources, and two-and-a-half with Department of Youth Services—allow me to fully appreciate the importance of this agency's role in Alabama's criminal justice system.

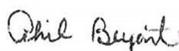
I sincerely believe, and the Board agrees, that community supervision under the purview of our agency is the most viable, economically responsible way for Alabama to manage scarce resources. Alabama's criminal justice system continues to be one of the lowest funded from a national perspective. This trend has certainly affected Pardons and Paroles from a resources, staffing, and functionality standpoint, especially after the agency has suffered a 30% reduction in funding from the General Fund over the past five (5) years, and lost eighty-four (84) officers and thirty-eight (38) support staff.

Despite this harsh reality, I continue to be amazed at all Pardons and Paroles is able to accomplish with little in comparison to other states. Undeniably, credit for the agency's accomplishments must go to our exceptional employees who value the agency mission and continually go above and beyond on a daily basis, attempting to affect life change for the thousands supervised.

During the course of this past year, the agency supervised over 64,000 adult felony offenders. With offender caseloads among the highest in the nation at 257:1, the successful completion rate of those supervised was 95% for the year. In addition to supervising probationers and parolees across the state, the agency's officers also conducted over 66,000 investigations for the courts and the Board while also handling other administrative duties and responsibilities. During FY 2014, the Board held over 7,400 hearings to consider 6,647 paroles and 798 pardons.

Regardless of the challenges faced, Pardons and Paroles consistently evaluates and attempts to pursue best practices and approaches to supervision in order to deal with high caseloads most effectively. Last year, the agency completed values-based leadership training for all staff, trained officers in motivational interviewing techniques with grant funds, committed to using and undertaking training for the Ohio Risk Assessment System (ORAS) to strengthen risk-based supervision practices, applied for a number of grant opportunities and received awards to launch a Day Reporting Center (DRC) in Birmingham, as well as to introduce the HOPE probation model through pilots in Decatur, Montgomery, Greenville, and Mobile. The agency also expanded its LIFETech transition center program to accommodate an additional fifty participants. I am eager for the agency to realize fruit from all of these efforts.

Pardons and Paroles is moving the state in the right direction by making Alabama safer from a community supervision standpoint, successfully assisting ex-offenders with reentry, which is the right thing to do, and doing so in a fiscally responsible way. I sincerely look forward to embracing further opportunities to continue moving Pardons and Paroles forward during the upcoming year and beyond.

  
Phil Bryant

*Acting Executive Director*

## Mission Statement

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The mission of the Alabama Board of Pardons and Paroles is to promote and enhance public safety through cooperation with the Legislature, the Court System, the Governor, the Department of Corrections, other criminal justice agencies, victims, and the community by providing effective investigation, supervision, and surveillance services in a holistic approach to rehabilitating adult criminal offenders and facilitating their successful reentry to society as productive citizens.

## Values

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- We value the ability to assist in protecting the public from those offenders who would re-offend.
- We believe that victims are entitled to restorative justice.
- We value the opportunity for offenders to be rehabilitated and, thus, become productive citizens.
- We value the effectiveness and efficiency of offender supervision in the community.
- We believe that all persons should be treated with dignity and respect.
- We value each employee and their contribution to achieving the agency's mission.

## Ethics

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We value each member of our staff, working to achieve the agency's mission, while adhering to the following Code of Ethics:

- Serving with Humility
- Upholding the Law with Dignity
- Objectively Performing My Duties
- Respecting the Inalienable Rights of All Persons
- Holding Inviolable those Confidences Reposed in Me
- Cooperating with My Fellow Workers and Related Agencies
- Being Aware of My Responsibilities to the Individual and the Community
- Improving My Professionalism through Continuously Seeking Knowledge, Understanding, and Opportunities for Growth

# State of the Agency



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## Keeping Pace with Increasing Demands

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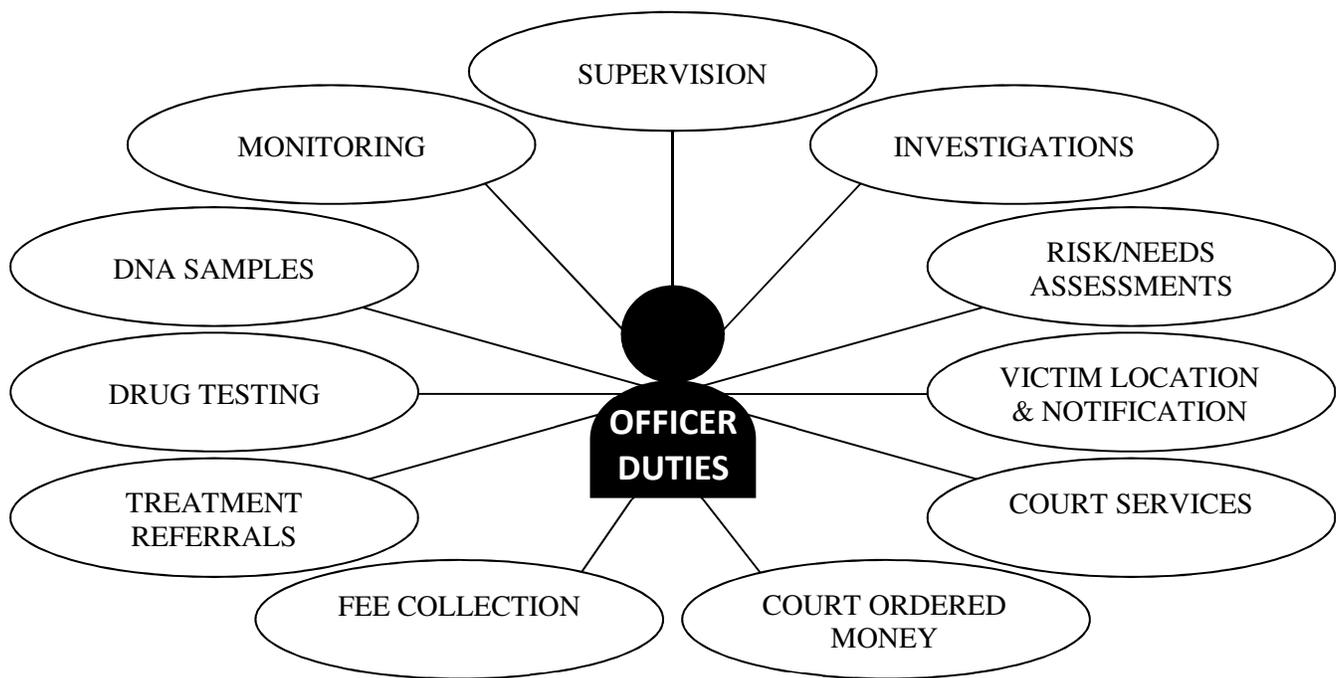
The Alabama Board of Pardons and Paroles currently operates sixty-one probation and parole field offices throughout the state, its Central Office in Montgomery, and a residential LIFE Tech transition center in Thomasville. The agency will soon be opening a non-residential Day Reporting Center in Birmingham.

Over the course of FY 2014, the agency supervised 53,839 probationers, 10,374 parolees, and 321 offenders serving both probation and parole (altogether over 64,000 adult felons), through its field offices and LIFE Tech program. On any given day, the agency averages supervising 48,358 total offenders—40,104 probationers, 7,977 parolees, and 277 offenders under supervision for both probation and parole. The number of offenders under supervision remains high, despite the agency's inability to hire enough probation and parole officers to keep pace with increasing demand.

**Probation and Parole Officers:** Pardons and Paroles currently employs 250 supervising Probation and Parole Officers. These officers are state law enforcement officers, holding the power of arrest. The current average officer to offender ratio is measured at 257 offenders to 1 officer based on the total number of offenders served annually—a direct cost measurement—and the highest caseload ratio ever reported by the agency. In an effort to clearly depict the tangible, daily burden faced by Pardons and Paroles officers, the agency has also begun analyzing offender to officer caseload ratios based on a new metric, which additionally accounts for the length of time probationers and parolees stay under state supervision. Based on the agency's daily average breakdown from January to September of 2014 of active supervisees, the active caseload average per officer on any given day, thus, is measured at 194:1. Futuristically, the agency will look to both the annual number of offenders served, as applicable, as well as begin utilizing this new daily average metric to measure officer caseloads.

In spite of everything, Alabama caseloads far exceeds the recognized national caseload standard of 75:1 (in reference to mixed caseloads). Other states handling combined parole and probation caseloads have instituted by law or otherwise much lower caseload numbers, some of which limit caseloads to ratios of 60:1 or 65:1, with even lower numbers for specialized caseloads in the realm of 30:1 for high risk offenders and 20:1 for sex offenders. While primarily a resources issue, the Board will continue to seek funding to hire, train, and equip more Probation and Parole Officers to reduce caseloads so that increased resources can be directed at improving supervision practices, resulting in greater success for offenders under state supervision.

The basic duties of a supervising officer in Alabama include, but are not limited to: monitoring of conditions of parolees/probationers on assigned caseloads; seeing offenders during reporting periods; conducting home visits, employment verifications, and drug screenings; collecting DNA samples as statutorily required; collecting supervision fees as statutorily required (\$40.00 per month); monitoring payment of court ordered monies/restitution; managing caseloads to the extent possible; making referrals to treatment/programs, completing violation reports/delinquency reports; using arrest authority when necessary; preparing for revocation proceedings for parolees/probationers.



Not only are the agency’s 250 supervising probation and parole officers charged with supervising probation and parole offender caseloads, they are also required to perform a variety of other important duties and functions, all within a forty hour work week.

Probation and Parole Officers are statutorily charged with completing electronic pre-sentence or post-sentence investigation reports for every offender convicted of a felony in the state, preliminary investigations, personal/social history investigations, Youthful Offender investigations, and sentencing standards worksheets. During FY 2014, the Board’s officers completed over 60,000 investigations. Officers working as Institutional Parole Officers (IPOs) are responsible for completing IPO Reports regarding candidates for parole consideration by the Board.



The agency’s supervising officers utilize a risk and needs assessment to provide court services and perform supervision functions, as well as to assist with identifying state inmates for parole consideration by the Board. This year, officers began training on the Ohio Risk Assessment System (ORAS) through a “train the trainer” approach. Twelve officers will be certified by the University of Cincinnati as ORAS trainers. The results of the ORAS assessments will be used to guide parole decision making, supervision intensity, to include supervision level, case planning, program referral and placement, and treatment intervention.

Other officer duties involve handling out-of-state transfers and supervising offenders from other states through the Interstate Compact, determining eligibility and docketing inmates for parole consideration, completing pardon and voter restoration investigations, docketing pardon applicants for Board consideration; conducting revocation hearings for parolees, investigating and approving

parole plans, locating, registering, and notifying crime victims and officials as required by law of Board hearings, and meeting law enforcement training and qualification requirements.

**Probation and Parole Specialists:** Over the last three years, the agency has strategically invested in creating and hiring probation and parole “Specialists” (non-law enforcement personnel). The Specialist position was developed to alleviate some of the burden on probation and parole officers by having Specialists perform investigative and report writing functions, thereby freeing up officers to focus on managing caseloads and supervising offenders. At the same time, the quality of reports and investigations completed by Specialists should increase. As of September 30, 2014, the agency has employed seven Specialists.

The Board also intends to continue to hire, train, and equip additional Specialists and place them strategically throughout the state to allow the agency’s officers to better focus on managing their caseloads and effectively supervising offenders. The Board believes the Specialist solution for report writing is an immediate, cost effective way to enable limited staff to accomplish the agency’s mission.

**Training:** The Board embraces the fact that public policy and practice must be based on the best available, scientific evidence to be effective in the achievement of goals and to be efficient in the use of taxpayer dollars. To be *evidence-based* means to implement practices, both at the individual and the organizational levels, guided by sound, empirical research. The result is more efficient and effective outcomes—outcomes that make better use of public resources and, ultimately, reduce future crime or reduce recidivism. Evidence-based practices, including Motivational Interviewing, Moral Reconciliation Therapy, Thinking for a Change, and other proven techniques, training for which have been made possible through federal grant funding, will be employed as the Board opens its pilot Day Reporting Center in Birmingham and launches pilots for swift and certain sanctioning approaches in multiple locations throughout the state. Training in Motivational Interviewing for officers—also resulting from a grant awarded for “train the trainer” classes for the southern and middle geographic areas of the state—began in FY 2014 and will continue during FY 2015. Also, officers from several districts were trained in the use of the Ohio Risk Assessment System (ORAS), which has been nationally validated, of which twelve will be certified as trainers for the rest of the agency by the University of Cincinnati. Training and statewide implementation of the ORAS is projected to be complete by March 2015. Pardons and Paroles will continue to invest scarce resources in this critical area and seek out further grant-funded opportunities to promote and bolster the agency’s use of evidenced-based practices.



**Special Projects in Tuscaloosa:** In an effort to foster the successful reentry of offenders served, the Board, in collaboration with the U.S. Attorney’s Office from the Northern District and the University of Alabama Law School, launched the state’s first, in-house legal clinic at its Tuscaloosa Probation and Parole office during the Fall 2014 school semester. The clinic utilizes law students through the Public Interest Law

Institute to assist offenders with conquering barriers to reentry, such as driver license restoration, while educating offenders and performing outreach during offender reporting time.

Other noteworthy endeavors of the Tuscaloosa field office include participation in a probation and parole oriented “Restitution Recovery Initiative for Victims in Alabama (RRIVA)” pilot approach to assist the Office of Prosecution Services in collecting outstanding restitution, fines, court costs, and agency

fees. Tuscaloosa is also pioneering a coordinated approach to supervising offenders with the Department of Human Resources to the assist both agencies when missions align.

**Replicating Project HOPE in Marshall County:** Judge Tim Jolley, presiding judge of Alabama’s 27th Circuit, asked Pardons and Paroles, specifically Probation and Parole Officer Jeremy Colvin, to participate in his program that replicates Hawaii’s Project HOPE, a system of swift and certain sanctions for probationers. The program also includes mental health—represented by Recovery Services, Court Referral, and the District Attorney's Office.

A color code system is used to schedule probationers for frequent drug testing. Those testing positive for drugs face three levels of sanctions ranging from a seven-day incarceration to mandatory inpatient drug treatment. The are other sanctions for HOPE probationers include reprisals for missed tests, not performing community service work as ordered, and skipping the required substance abuse classes.

Currently Officer Colvin supervises regular probationers and HOPE probationers. “Regular” offenders who test positive for drugs or face a new charge might find themselves switched to HOPE Probation by Judge Jolley. There are currently thirty-five HOPE probationers in the county and the program is continuing to expand.

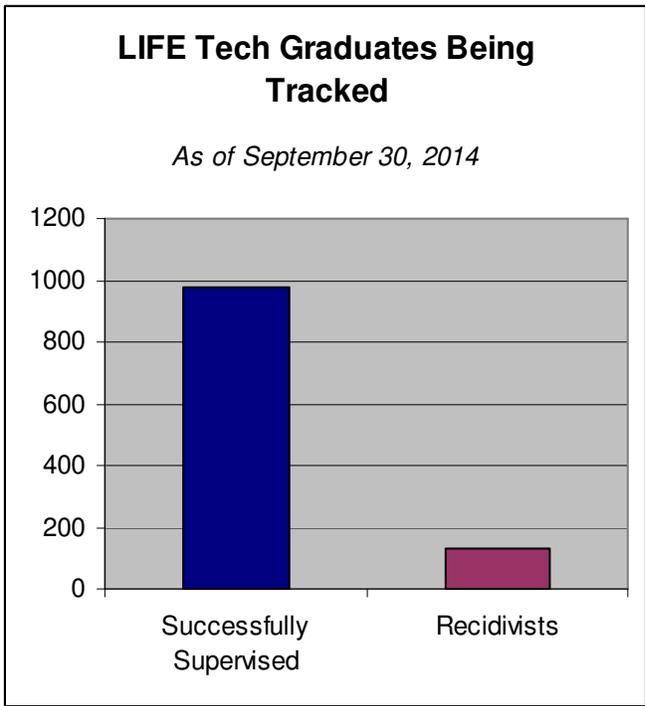
Though it is too early to measure the outcomes of the program, Officer Colvin believes it is definitely having an impact. "It makes a big difference when other probationers see you put the handcuffs on someone right there in court. Our team works well together and stays in good communication, and that is a big part of why it's working so well," Officer Colvin said.

**LIFE Tech Thomasville:** The Board, in collaboration with the Alabama Department of Mental Health, Alabama Department of Postsecondary Education, Alabama Southern Community College, ADECA, Alabama Department of Rehabilitation Services, the City of Thomasville, local law enforcement, local faith-based ministries and community organizations, operates LIFE Tech



Thomasville, a residential transition center offering vocational and educational training, in conjunction with mental health counseling and drug treatment for offenders on parole or probation who would not otherwise be eligible for community supervision. Offenders’ needs are assessed upon admission and long term, individualized services are provided. Since the program’s inception, over 4,125 prison diversions have entered the program.

The adult education program, through Alabama Southern Community College’s LifeTech Institute, gives parolees and probationers without a high school diploma an opportunity to better themselves by earning their General Education Development Diploma (GED). Since 2007, 79% of those who have taken the GED exam, while at LIFE Tech, have earned this credential. The national passing rate in 2013 was 75.3%, and the state passing rate was 63.5%.



LIFE Tech defines recidivism as re-arrest, reconviction, or return to incarceration with or without a new sentence during a three-year period following a resident's completion of the LIFE Tech program. Both new offenses and technical offenses are included. Of the 1,112 program completers being tracked, 72.12% are employed or receiving Supplemental Security Income (SSI). The recidivism rate over the previous three years has remained close to its current rate of 11.79%.

Over the previous year, the Board was able to fulfill its objective of expanding the LIFE Tech facility by fifty beds. The Board hopes to duplicate the LIFE Tech model, should funding permit, by placing campuses strategically throughout the state, and modifying programmatic components to address local workforce needs.

**Pardoning/Paroling Authority:** The Board docket cases for parole consideration so inmates can be paroled with supervision by the agency's probation and parole officers to foster successful reentry into the community. Over the course of FY 2014, the Board considered 6,647 paroles, of which 2,237 were granted. The Board granted 657 pardons of 798 pardons heard and processed 522 voter rights restorations.

Paroles	
Considered	6,647
Denied	4,410
Granted	2,237

Pardons	
Considered	798
Denied	141
Granted	657

Probationers	
Supervised	53,839
Revoked Technical	890
Revoked New Offense	611
Revoked Both Technical and New Offense	726

Parolees	
Supervised	10,374
Revoked Technical	230
Revoked New Offense	136
Revoked Both Technical and New Offense	216

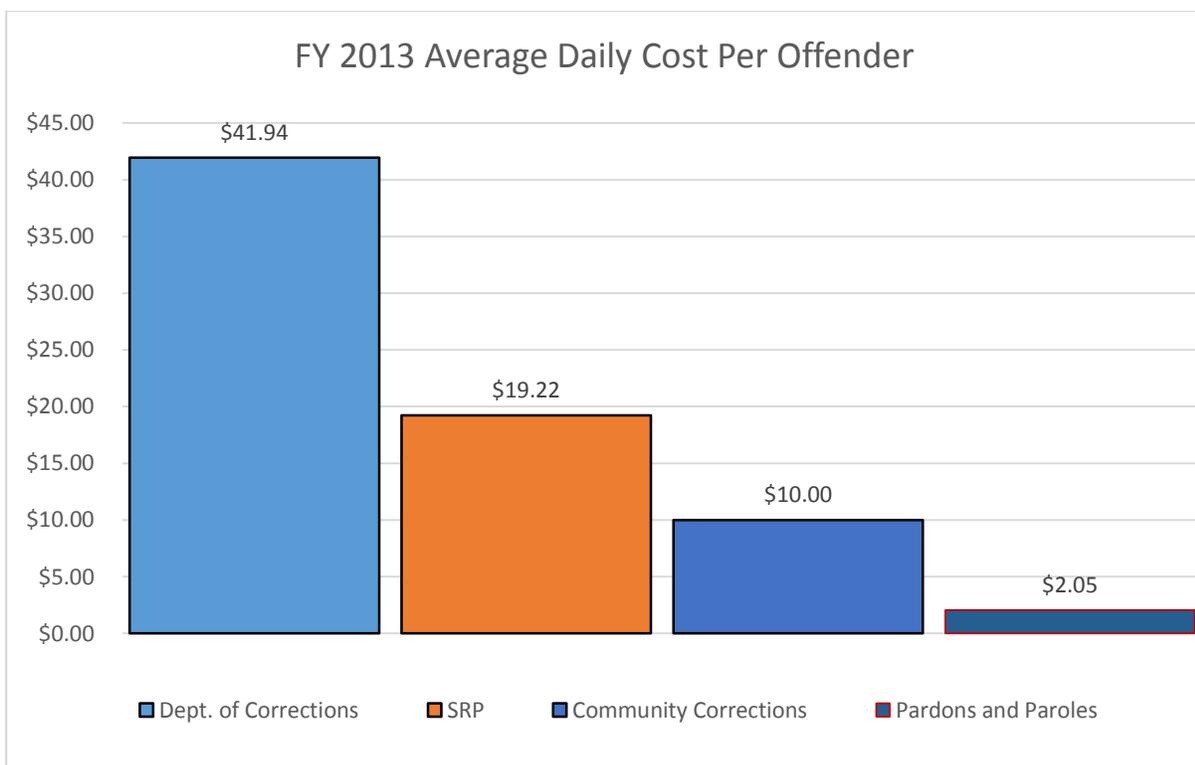
On Both Probation and Parole	
Supervised	321
Revoked Technical	2
Revoked New Offense	4
Revoked Both Technical and New Offense	6

Other Statistics	
Number of Completed Investigations	66,097
Voter's Rights Applications Processed	2,053
Voter's Rights Restored	522
Drug Screens Conducted on Offenders Under Supervision	22,589

# Supervision by Pardons and Paroles is the Most Cost Effective

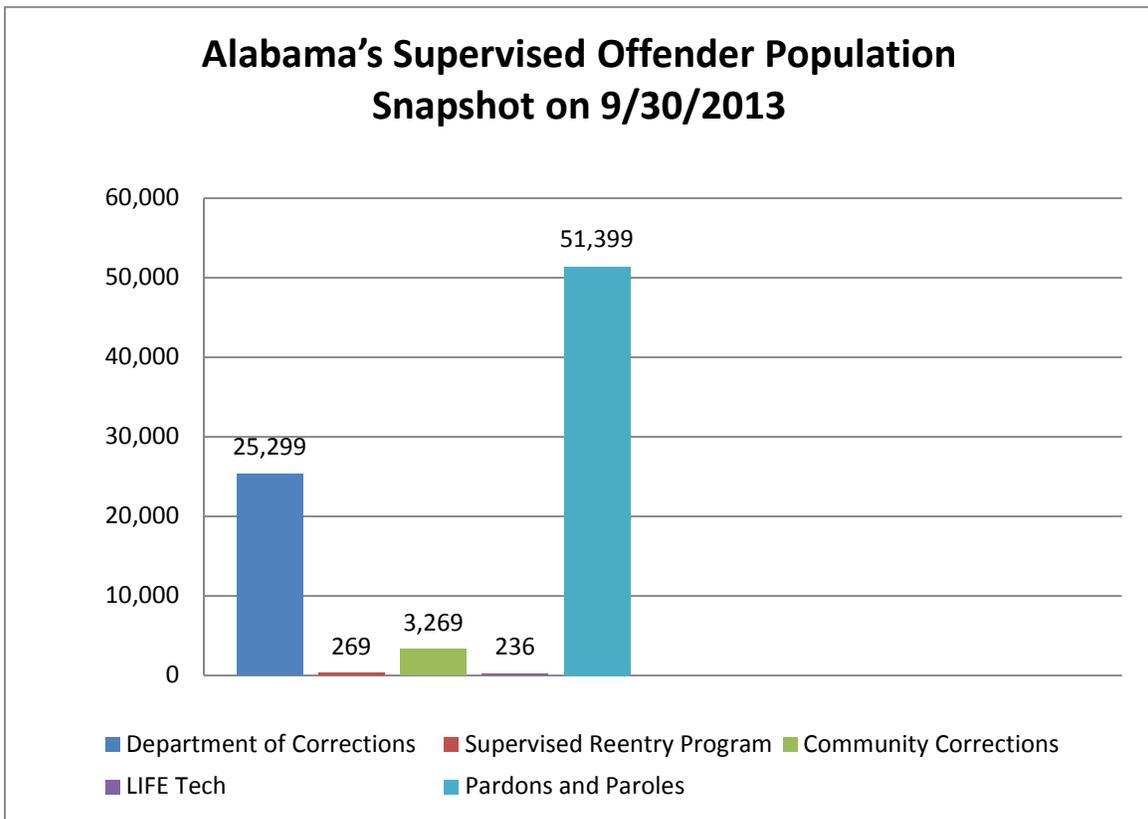
Community supervision under the statewide purview of the Board of Pardons and Paroles—including court ordered probation, parole, LIFE Tech, and other programs—when viewed as alternatives to incarceration—remains the most viable, economically responsible way for the state to manage its scarce resources. Parole not only frees up beds in overcrowded state prisons at a significantly lower cost per day, but also encourages payment of court-ordered restitution and court costs, taxes by employed offenders, and reduction in welfare, food stamp, and Medicaid costs (although parole also makes Medicaid and other benefits an option after reapplication for offenders under supervision when such are terminated upon incarceration).

Per the Alabama Department of Corrections FY 13 Annual Report, the cost per day for incarcerating an inmate is \$41.94. This amount also applies to ADOC’s Work Release Program. The ADOC operates a Supervised Release Program (SRP), with correctional officers and “sponsors” who supervise inmates in a residential environment, costing a reported \$19.22 a day.<sup>1</sup> The SRP program releases split sentences when Pardons and Paroles is without jurisdiction to consider splits for parole under Alabama law. ADOC pays reimbursement costs of \$10.00 per day for offenders under supervision with locally operated Community Corrections programs. That reimbursement amount does not include administrative costs within ADOC or local operating costs for individual Community Corrections programs, which vary throughout the state.



<sup>1</sup> ADOC is not required to notify victims or officials of an inmates placement on SRP while Pardons and Paroles is subject to stringent notification requirements under Alabama law before considering inmates for parole.

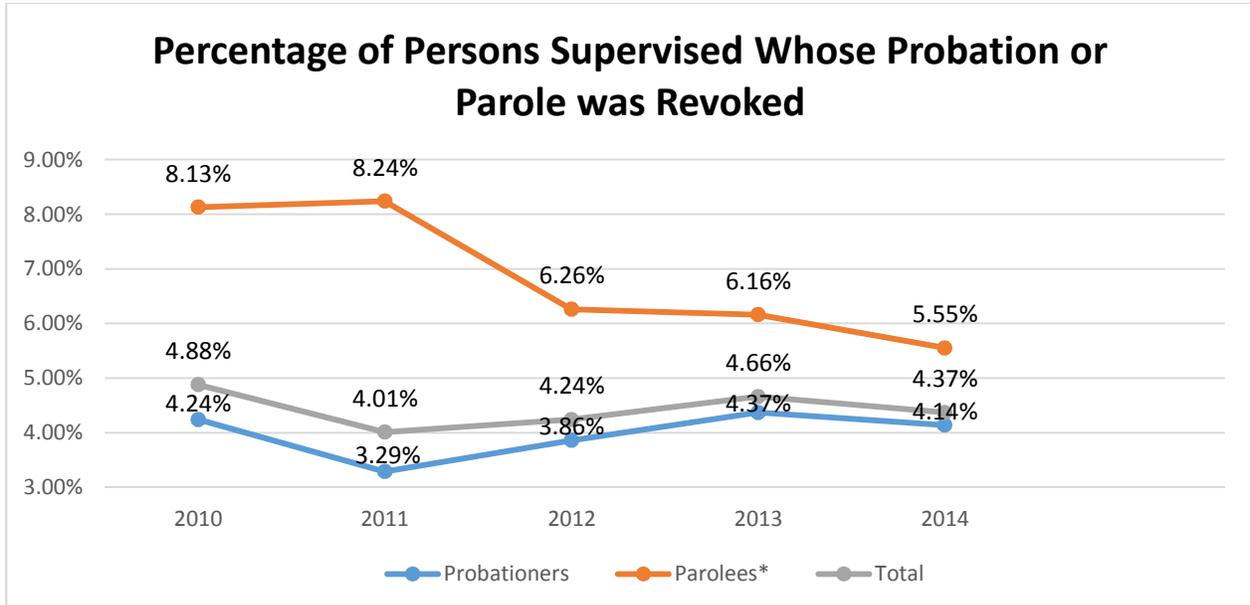
Pardons and Paroles supervises a greater number of offenders than the ADOC's in-house prison population and all other community supervision programs that receive state funding combined and does so at a significantly lower cost—in FY 2014, at only \$2.31 per day per offender and only \$2.05 per day in FY 2013.



**Pardons and Paroles supervises a greater number of offenders than all other programs combined at a significantly lower cost per day.**

## A 95% Supervision Completion Rate

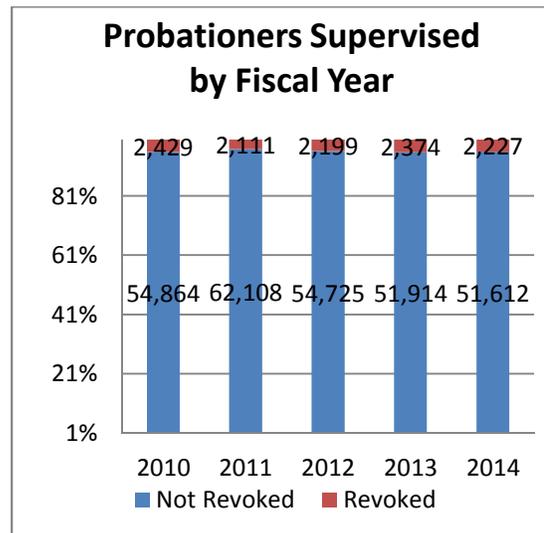
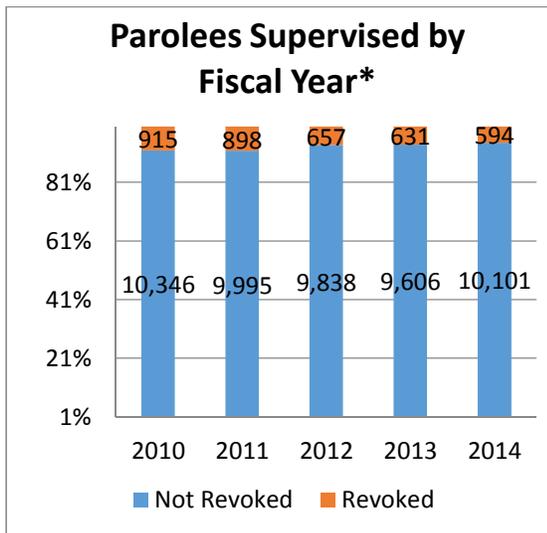
In FY 2014, 9,792 parolees, 51,612 probationers, and 309 offenders serving both probation and parole were supervised without being revoked.



\* Total includes revocation of 12 individuals on both probation and parole.

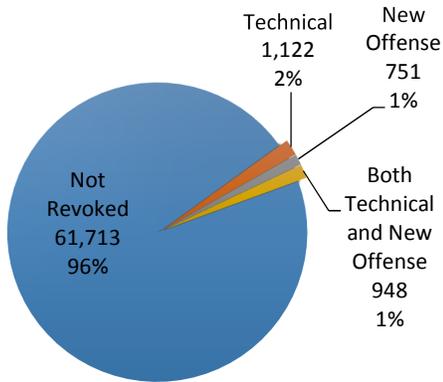
### The substantial majority of offenders under supervision with Pardons and Paroles completed supervision without being revoked.

The revocation rate of offenders on probation and parole supervision with Pardons and Paroles has substantially decreased over the last six years from 9.90% in 2009 to its current rate of 4.65%. Of the 64,534 people under supervision during the course of FY 2014, 95.35% completed supervision without being revoked.



\* Total includes the 321 individuals on both probation and parole.

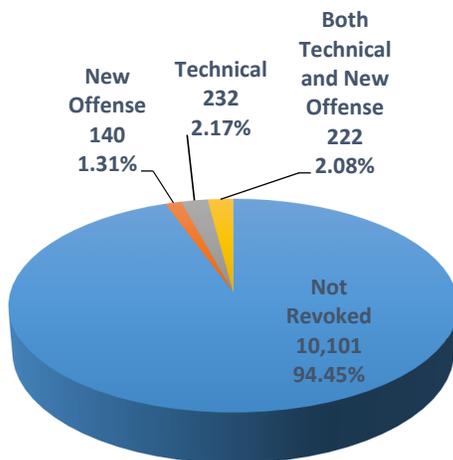
## Revocations-All Persons Supervised FY 2014



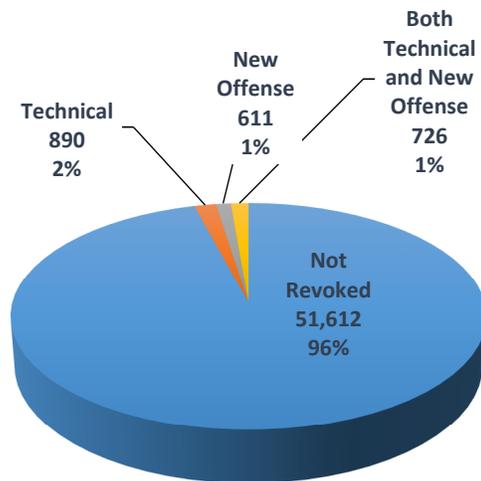
Of the 53,839 probationers under supervision with Pardons and Paroles during FY 2014, only 1.7% (890) were revoked for technical violations. 726 were revoked for a combination of technical violations/new offenses and represent only 1.35% of those supervised. Just over one percent of probationers (1.14% or 611) were revoked for new offenses.

Of the 10,695 parolees under supervision with Pardons and Paroles during FY 2014, only 2.17% were revoked for technical violations (232). A combination of technical violations and new offenses resulted in revocation for 222 parolees (2.08%), and 140 parolees (1.31%) were revoked for new offenses.

## Parolees Supervised\*



## Probationers Supervised



\* Total includes individuals on both probation and parole.

# AlabamaCAN Victim Notification System Now Online:

[VICTIMS.ALABAMA.GOV](http://VICTIMS.ALABAMA.GOV)

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**Public Launch of Notification System:** Victims of crime in Alabama now have a simpler way to be notified when an offender is being considered for parole. The State of Alabama unveiled its new Alabama Crime Victim Automated Notification System, called AlabamaCAN on October 8, 2014. The system can be accessed by the public at [victims.alabama.gov](http://victims.alabama.gov).

Victims will be signed up for the system by parole officers at the time a presentence investigation is completed and they may choose to create an AlabamaCAN account to manage their notification options at that time or at a later date. The system additionally allows anyone who wants to be updated on an inmate's status in the Department of Corrections to register through the public website to be notified thirty (30) days in advance of a parole hearing. The system is accessible twenty-four (24) hours a day, seven (7) days a week from any device with Internet access. Victims may choose to use an auto-update feature based on driver license records to keep their contact information current in the system.

In 2011, the Alabama Legislature created a task force composed of criminal justice system stakeholders to implement an automated victim notification system. This task force has worked diligently for three (3) years to oversee the notification project and development of an automated system in compliance with Act 2011-681, ensuring the system would empower victims by allowing them to be notified by a variety of different methods of their choosing. The notification system, itself, was developed by the Alabama Criminal Justice Information Center (ACJIC). Assistant Attorney General for Pardons and Paroles Meridith Barnes served as task force chair on behalf of the Board of Pardons and Paroles. The Task Force was additionally composed of representatives from the District Attorneys Association, ACJIC, Administrative Office of the Courts, Department of Corrections, Office of the Attorney General, Alabama Crime Victims Compensation Commission, Department of Public Safety, Alabama Law Enforcement Agency, and two (2) appointed representatives of crime victim rights organizations. Interested crime victims from all over the state additionally participated and offered valuable feedback to the process.



In 2011, Senator Cam Ward sponsored the bill that outlined requirements for the new notification system and for parole hearing notice and participated in the October launch. Additional legislative support for the project came from Senator Paul Bussman, Representative Paul DeMarco, and Representative Mike Holmes, among other members of the house and senate.

The Task Force plans to pursue phasing in additional notification event options in order to make AlabamaCAN an even more valuable resource, first and foremost, to include pardon hearing notification as required by state law. Future notification events may also incorporate data from county jails, the Department of Corrections, and the Attorney General's Office. The task force will continue its ongoing public awareness campaign, engaging and training Alabama system stakeholders and crime victims.

## Grants Assist Pardons and Paroles to Improve Supervision

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**Swift and Certain Sanctions:** On September 11, 2014, the Board of Pardons and Paroles was awarded a \$370,000 grant from the Department of Justice, Bureau of Justice Assistance, to replicate Hawaii's Opportunity Probation and Enforcement (HOPE) program. Three months into implementation, the original HOPE program saw an 83% reduction in failed drug tests, a 71% reduction in missed appointments with probation officers and a 70% reduction in probation revocations.

Alabama's Certain Enforcement Sanctions (ACES) Program will be rolled out in pilots located in Mobile, Montgomery, Decatur, and Greenville. The cities are located in counties that collectively contribute to more than 20% of inmates admitted annually to the Alabama Department of Corrections.



Individuals assessed as moderate to high-risk to reoffend will be candidates for participation in this supervision model if ordered by the sentencing court or the parole board. They will be subject to swift and certain sanctions if they violate the terms and conditions of their release.

Offenders will know up front the potential consequences for misbehavior as sanctions will be incorporated into the order of probation or parole. The Alabama program will ensure that probationers and parolees receive prompt and appropriate responses at the first indication of misconduct, a method proven to effectively increase success rates of program participants and reduce recidivism.

**Birmingham Day Reporting Center:** On September 23, 2014, a second grant was awarded to the Alabama Board of Pardons and Paroles by the Department of Justice, Bureau of Justice Assistance. A Second Chance Act grant, totaling \$687,176, will establish a Day Reporting Center (DRC) in Birmingham. Jefferson County has the highest commitment rate of inmates to state prisons than any other county.

The non-residential, three-phase DRC program will offer medium to high risk probationers and parolees in the Jefferson County area access to services, including targeted drug treatment, substance abuse intervention and rehabilitation, cognitive behavioral therapy, educational training, and assistance with employment. The program will require community service of participants and foster opportunities for life change amongst program participants.

About 35% of Alabamians released from prison commit a new crime. Community-based, reentry services, utilizing evidenced-based practices, have been proven effective in reducing recidivism rates. They also cost significantly less than incarceration. The Jefferson County DRC will be modeled after Georgia's successful DRC program, where a low 7% of Day Reporting Center graduates reoffend.

The DRC model promotes a holistic approach to reducing crime—that is smart on crime—through focusing efforts on prevention, enforcement, and reentry.

## Agency Vision

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**GPS Monitoring:** The Board believes that an adequately funded and staffed GPS Monitoring program would efficiently use scarce state dollars to manage a portion of Alabama's offender population. The Board has studied, along with the Alabama Department of Corrections, available monitoring options after conducting its own GPS Monitoring pilot program with grant funding. The Board envisions certain categories of offenders being paroled, who would not otherwise be paroled, to an intensive GPS Monitoring program.

The Board would additionally seek to use the program as an intermediate sanction before offenders under less intensive levels of supervision are revoked, acting as a deterrent to returning offenders to ADOC custody. Essentially, the estimated per day cost comparison for a GPS Monitoring program is less than half the cost of an ADOC prison bed.

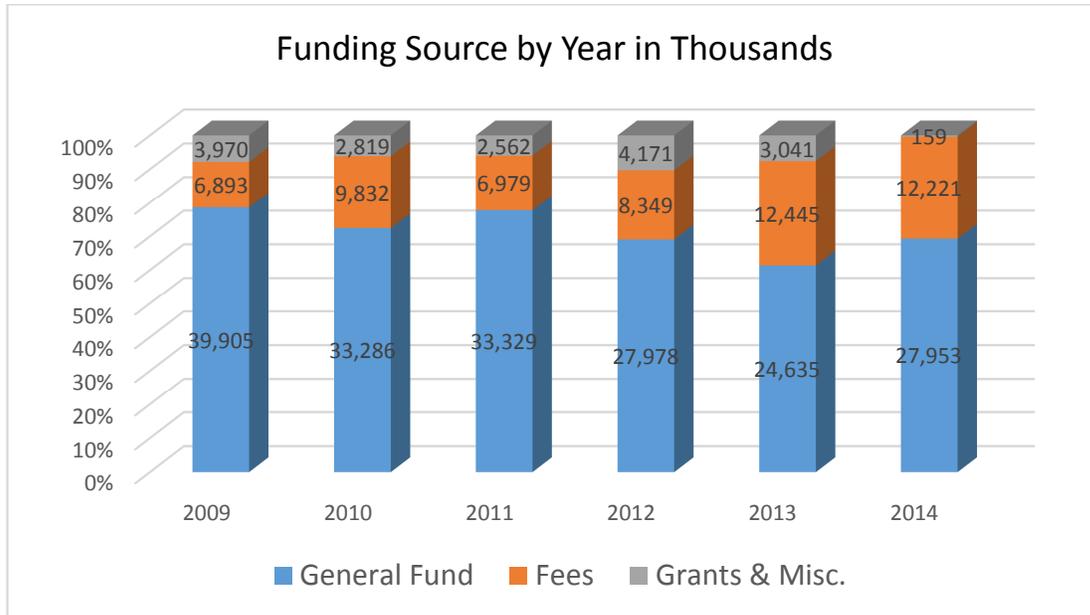
**Transitional Services Program:** The Board hopes to acquire funding to exercise existing statutory authority to operate half-way houses and provide transitional housing and support to offenders. Inmates are required to have a viable home plan prior to being released on parole. The transitional services program will provide monitoring and support as well as aid offenders in their reintegration into society. Offenders will be referred to community resource agencies, including the Birmingham DRC, that provide employment skills, educational classes, financial planning, substance abuse and relapse prevention education. Stable housing and support networks are proven to reduce recidivism. This approach for Alabama will free up scarce prison beds and create a significant savings for the state.

**Technical Violator Center:** Statistics show that the fastest growing category of admissions to Alabama prisons is composed of offenders who were under some form of community-based supervision, many of whom were recently released from jail or prison. In order to curtail this source of prison admissions and make an effort to contain spending, Alabama must find a way to manage this population.

The establishment of Technical Violator Centers will ease the burden on overcrowded court dockets, allow technical violators to pay financial obligations, as well as meet family responsibilities. Technical violators who sign waivers will not face revocation hearings or new parole dates, but will receive evidenced based programming to correct behavior and criminal thinking that caused them to violate during a sixty-day stay. The program may be extended for those who do not meet their goals during the sixty days.

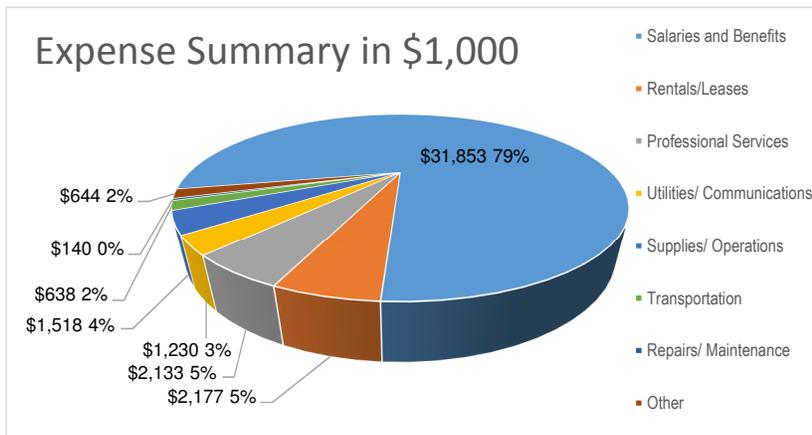
# Financial Report

## Continued Challenges of Inadequate Funding



**Over the course of the last six fiscal years, the agency has suffered devastating cuts to General Fund appropriations, amounting to a 30% reduction from FY 2009 funding levels.<sup>2</sup>**

The passage of Act 2012-522 increased the amount of supervision fees collected from offenders under supervision from \$30.00 to \$40.00 per month, with exceptions for indigence.<sup>3</sup> As a result, the agency's supervision fees increased by almost \$2 Million in FY 13 compared to FY 12 (an approximate 15% increase). The amount collected decreased in FY 2014 by nearly 2%. The law increasing the agency's supervision fee is scheduled to sunset on December 31, 2015. While this fee increase made up for some of the agency's recent general fund cuts, the agency's operations have had to match the overall decrease in available funding levels, despite increased costs for employee benefits and other mandatory costs to the agency.



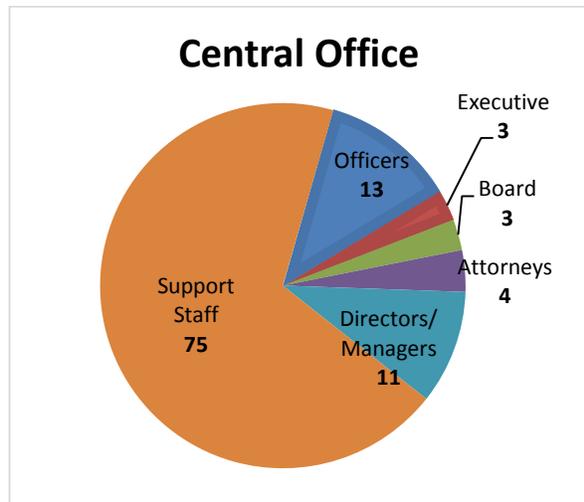
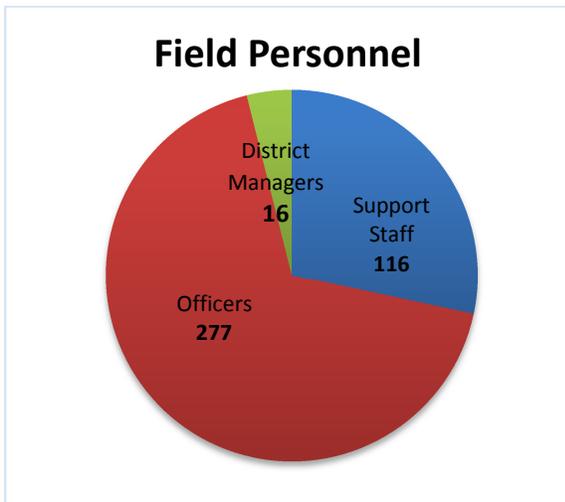
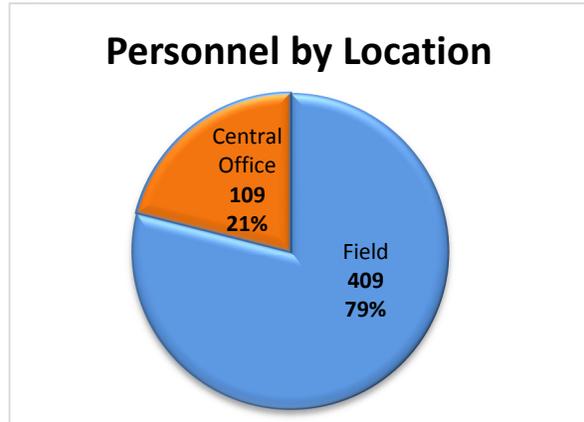
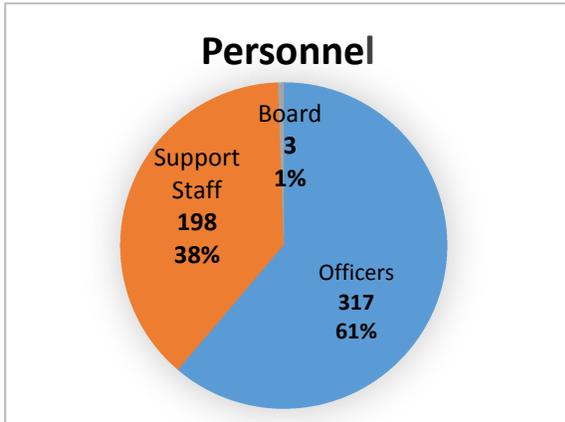
A significant majority of Pardons and Paroles' operating costs consist of salary and benefits for personnel. As funding has decreased, the agency has continued to fight layoffs and a critical personnel shortage by doing without in other areas, which compose less than 20% of the agency's budget.

<sup>2</sup> Probationer's Upkeep Fund and General Fund categories include rollover funds from previous year(s).

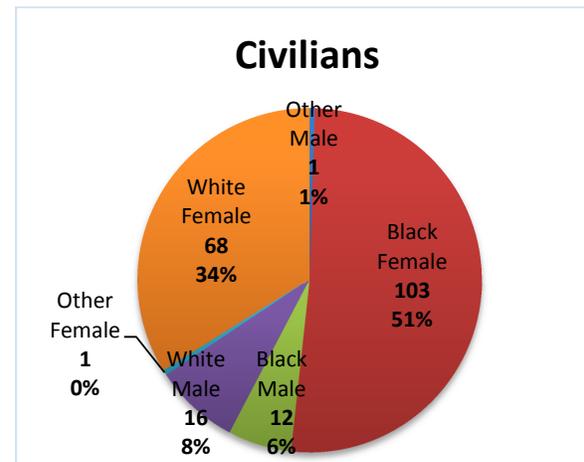
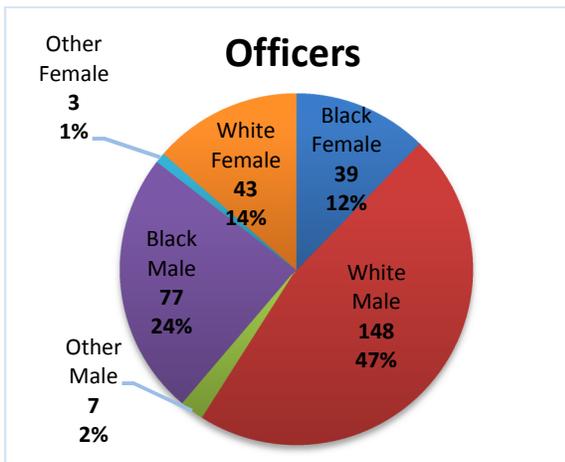
<sup>3</sup> Even with the increase to \$40.00, Pardons and Paroles still has one of the lowest supervision fees in the nation.

# Organization

## Personnel and Demographic Statistics



## EEO Data



## Board Members

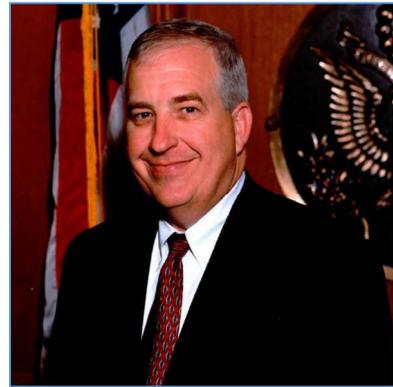
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Clifford Walker  
Chairman



Robert P. Longshore  
Associate Member



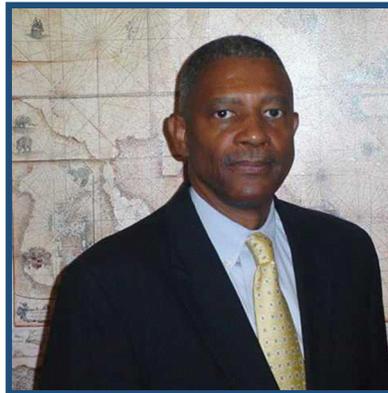
William W. Wynne, Jr.  
Associate Member

## Executive Staff

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Cynthia Dillard  
Retired Executive  
Director



Phil Bryant  
Acting Executive Director

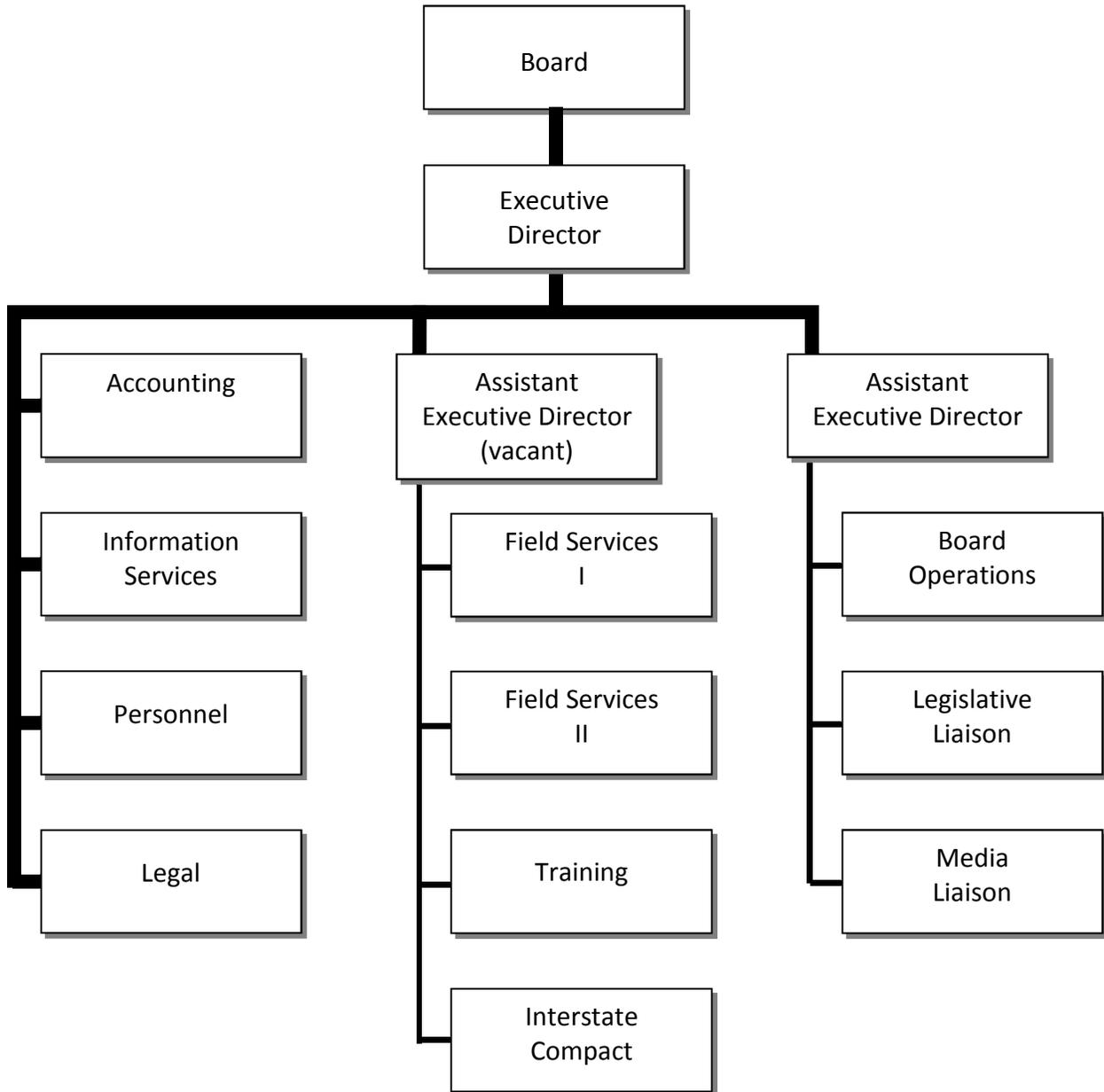


Eddie Cook  
Assistant Executive  
Director

*For additional information, visit our website at  
[www.paroles.alabama.gov](http://www.paroles.alabama.gov)*

# Organizational Chart

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## Senior Leadership

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Accounting Division	Jo Wood, Chief Fiscal Officer <a href="mailto:Jo.Wood@paroles.alabama.gov">Jo.Wood@paroles.alabama.gov</a> 334-353-7294
Board Operations	Sarah Still, Director <a href="mailto:Sarah.Still@paroles.alabama.gov">Sarah.Still@paroles.alabama.gov</a> 334-353-8797
Field Services	David Still, Division I Director <a href="mailto:David.Still@paroles.alabama.gov">David.Still@paroles.alabama.gov</a> 334-242-8725
	Lee Gunn, Division II Director <a href="mailto:Lee.Gunn@paroles.alabama.gov">Lee.Gunn@paroles.alabama.gov</a> 334-353-7497
Interstate Compact	Chris Norman, Director <a href="mailto:Chris.Norman@paroles.alabama.gov">Chris.Norman@paroles.alabama.gov</a> 334-242-1695
Information Technology	Frank Bean, Director <a href="mailto:Frank.Bean@paroles.alabama.gov">Frank.Bean@paroles.alabama.gov</a> 334-353-8823
Legal	Meridith Barnes, Chief Legal Counsel <a href="mailto:Meridith.Barnes@paroles.alabama.gov">Meridith.Barnes@paroles.alabama.gov</a> 334-242-8710
Personnel	Jim Begley, Director <a href="mailto:Jim.Begley@paroles.alabama.gov">Jim.Begley@paroles.alabama.gov</a> 334-242-8780
Training	Sharon Shannon, Director <a href="mailto:Sharon.Shannon@paroles.alabama.gov">Sharon.Shannon@paroles.alabama.gov</a> 334-353-7548
Transition Center	David Martinie, Director LIFE Tech Thomasville <a href="mailto:David.Martinie@paroles.alabama.gov">David.Martinie@paroles.alabama.gov</a> 334-637-3103



Alabama Probation & Parole,  
**Abbeville Office**  
101 Court Square, Suite H, 2nd Floor  
Abbeville, AL 36310

State of Alabama Probation & Parole,  
**Alexander City Office**  
CJ Coley Tallapoosa County Courthouse Annex  
395 Lee Street, Room 128  
Alexander City, AL 35010

State of Alabama Probation & Parole,  
**Andalusia Office**  
1 N Court Square Suite A  
Andalusia, AL 36420

State of Alabama Probation & Parole,  
**Anniston Office**  
1702 Noble St., Suite 110  
Anniston, AL 36201

State of Alabama Probation & Parole,  
**Ashland Office**  
Clay County Courthouse Annex  
PO Box 187  
Ashland, AL 36251

State of Alabama Probation & Parole,  
**Ashville Office**  
213 6th Avenue  
P. O. Box 979  
Ashville, AL 35953

State of Alabama Probation & Parole,  
**Athens Office**  
412 South Jefferson Street  
Athens, Alabama 35611

State of Alabama Probation & Parole,  
**Bay Minette Office**  
209 Rain Drive  
PO Box 1148  
Bay Minette, AL 36507

State of Alabama Probation & Parole,  
**Bessemer Office**  
1812 5th Ave North  
Bessemer, AL 35020

State of Alabama Probation & Parole  
**Birmingham Office**  
2721 2nd Avenue North  
Birmingham, AL 35203

State of Alabama Probation & Parole,  
**Brewton Office**  
400 Belleville Avenue  
Brewton, Alabama 36426

State of Alabama Probation & Parole,  
**Butler Office**  
Choctaw County Courthouse, Suite 8  
117 South Mulberry Avenue  
Butler, AL 36904

State of Alabama Probation & Parole,  
**Carrollton Office**  
155 Reform St; Pickens County Courthouse  
PO Box 81  
Carrollton, AL 35447

State of Alabama Probation & Parole,  
**Centre Office**  
203 South River Street  
Centre, AL 35960

State of Alabama Probation & Parole,  
**Centreville Office**  
320 Market Street  
Centreville, AL 35042

State of Alabama Probation & Parole,  
**Chatom Office**  
100 Court Street B2  
PO Box 896  
Chatom, AL 36518

State of Alabama Probation & Parole,  
**Clanton Office**  
604 Jackson Avenue  
Clanton, AL 35045

State of Alabama Probation & Parole,  
**Clayton Office**  
Court Square, 2 North Midway Street  
P. O. Box 441  
Clayton, AL 36016

State of Alabama Probation & Parole,  
**Columbiana Office**  
22708 Hwy 25, Suite B  
P. O. Box 425  
Columbiana, AL 35051

State of Alabama Probation & Parole,  
**Cullman Office**  
500 2nd Ave SW  
Cullman County Courthouse, Room 30  
Cullman, AL 35055

State of Alabama Probation & Parole,  
**Dadeville Office**  
Tallapoosa County Courthouse  
125 North Broadnax Street, Room 18  
Dadeville, AL 36853

State of Alabama Probation & Parole,  
**Decatur Office**  
302 Lee Street, County Courthouse  
P. O. Box 937  
Decatur, AL 35601

State of Alabama Probation & Parole,  
**Dothan Office**  
230 N Oates Street  
Dothan, AL 36303

State of Alabama Probation & Parole,  
**Double Springs**  
24714 Hwy 195 South  
Double Springs, AL 35553

State of Alabama Probation & Parole,  
**Elba Office**  
230 Court Avenue, Coffee County Courthouse,  
1st Floor  
P. O. Box 215  
Elba, AL 36323

State of Alabama Probation & Parole,  
**Enterprise Office**  
Coffee County Courthouse, 1st Floor  
101 S. Edwards Street  
Enterprise, AL 36330

State of Alabama Probation & Parole,  
**Evergreen Office**  
111 Court Street, Suite 205  
Evergreen, AL 36401

State of Alabama Probation & Parole,  
**Florence Office**  
Lauderdale County Courthouse, Room 504  
200 South Court Street  
Florence, AL 35630

State of Alabama Probation & Parole,  
**Fort Payne Office**  
211 South Gault Avenue  
P. O. Box 680333  
Fort Payne, AL 35968

State of Alabama Probation & Parole,  
**Gadsden Office**  
Judicial Building  
801 Forrest Avenue, Suite 100  
Gadsden, AL 35901

State of Alabama Probation & Parole,  
**Geneva Office**  
1124 W. Maple Avenue  
Geneva, AL 36340

State of Alabama Probation & Parole,  
**Greenville Office**  
104 Camelia Avenue  
Suite A  
Greenville, AL 36037

State of Alabama Probation & Parole,  
**Grove Hill Office**  
Clarke Cty. Courthouse/Suite 302  
P. O. Box 2  
Grove Hill, AL 36451

State of Alabama Probation & Parole,  
**Guntersville Office**  
Marshall County Courthouse  
424 Blount Avenue, Room BG01  
Guntersville, AL 35976

State of Alabama Probation & Parole,  
**Hamilton Office**  
County Courthouse  
132 Military Street, Room 310  
Hamilton, AL 35570

State of Alabama Probation & Parole,  
**Huntsville Office**  
715 B Wheeler Avenue  
Huntsville, AL 35801

State of Alabama Probation & Parole,  
**Jasper Office**  
Walker County Courthouse, Suite 201  
1803 3rd Avenue South  
Jasper, AL 35501-5366

State of Alabama Probation & Parole,  
**Lafayette Office**  
58 1st Ave SW  
LaFayette, AL 36862

State of Alabama Probation & Parole,  
**Linden Office**  
Marengo Co. Courthouse, Basement Level  
101 E. Coats Ave  
Linden, AL 36748

State of Alabama Probation & Parole,  
**Mobile Office**  
1514 South Broad Street  
Mobile, AL 36605

State of Alabama Probation & Parole,  
**Monroeville Office**  
65 Pineville Road #2  
Monroeville, AL 36460

State of Alabama Probation & Parole  
**Montgomery Office**  
350 Adams Avenue  
Montgomery, AL 36104

State of Alabama Probation & Parole,  
**Moulton Office**  
14365 Court Street  
Moulton, AL 35650

State of Alabama Probation & Parole,  
**Oneonta Office**  
106 2nd Street North, Suite A  
Oneonta, AL 35121

State of Alabama Probation & Parole,  
**Opelika Office**  
Lee County Justice Center, Ste. 119  
2311 Gateway Drive  
Opelika, AL 36801-6858

State of Alabama Probation & Parole,  
**Ozark Office**  
Dale County Courthouse, 2nd Floor, Room 2  
P. O. Box 305  
Ozark, AL 36360

State of Alabama Probation & Parole,  
**Pell City Office**  
1815 Cogswell Ave., Suite 136  
Pell City, AL 35125

State of Alabama Probation & Parole,  
**Phenix City Office**  
510 13th Place  
Phenix City, AL 36867

State of Alabama Probation & Parole,  
**Prattville Office**  
740 E. Main Street, Pratt Plaza Mall,  
Suite 15  
P.O. Box 680008/Zip Code/36068  
Prattville, AL 36067

State of Alabama Probation & Parole,  
**Russellville Office**  
Byars Bldg, Suite 8  
501 N Jackson Ave  
Russellville, AL 35653

State of Alabama Probation & Parole,  
**Scottsboro Office**  
Jackson County Courthouse, Room 46  
102 East Laurel Street  
Scottsboro, AL 35768

State of Alabama Probation & Parole,  
**Selma Office**  
23 Broad Street  
Selma, AL 36701

State of Alabama Probation & Parole,  
**Sylacauga Office**  
400 N Norton Ave, Room 211  
Sylacauga, AL 35150

State of Alabama Probation & Parole,  
**Talladega Office**  
150 East Renfroe Road/Talladega County Jail  
Administration Bldg  
P. O. Box 1111  
Talladega, AL 35160

**Thomasville LIFE Tech Transition Center**  
2115 Bashi Road  
Thomasville, AL 36784

State of Alabama Probation & Parole,  
**Troy Office**  
1119 Brundidge St  
Troy, AL 36081

State of Alabama Probation & Parole,  
**Tuscaloosa Office**  
220-D 14th Street  
Tuscaloosa, AL 35401

State of Alabama Probation & Parole,  
**Tuscumbia Office**  
Colbert County Courthouse Annex  
116 West 5th Street  
Tuscumbia, AL 35674

State of Alabama Probation & Parole,  
**Tuskegee Office**  
Macon County Courthouse, Room 201-B  
101 East Rosa Parks Avenue  
Tuskegee, AL 36083

State of Alabama Probation & Parole,  
**Vernon Office**  
330 1st Street NE  
P. O. Box 952  
Vernon, AL 35592

State of Alabama Probation & Parole,  
**Wedowee Office**  
Randolph County Courthouse/10 Broad St E,  
Room#1  
PO Box 876  
Wedowee, AL 36278

State of Alabama Probation & Parole,  
**Wetumpka Office**  
The Elmore County Judicial Building  
8935 US Highway 231, Room 173  
Wetumpka, AL 36092

## Probation and Parole Officer of the Year

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### Dolores Hendrix, District L, Cullman

Officer Hendrix has been a loyal member of the department since February 5, 1990, and performs to the highest of standards in her daily duties. Officer Hendrix began her career in the Birmingham Office in the newly formed Fee Collection Unit in cramped quarters. There she met and worked with her future better or at least other half, Jerry Hendrix. That was the beginning of what has been referred to as the dynamic duo...her Batman to his Robin. Her career next carried her to Decatur and in 2006 brought her to the Cullman Office.

There she gained the respect and admiration of Presiding Judge Don Hardeman. He considered her to be the best probation and parole officer with whom he had ever worked. The Cullman District Attorney's Office also benefited from Officer Hendrix's dedication. She provided assistance to their office after they suffered a staff shortage by providing arrest records for pending cases. She also fostered the office's relationship within the community and has earned the highest respect of local law enforcement.

Officer Hendrix has worked diligently at developing relationships within the community. She reached out to the local Work Release Office and coordinated a system to collect the back supervision fees of prior offenders; even offenders whose cases were supervised by other offices within the state. Officer Hendrix was the first to propose and set up what is referred to in Cullman as the "Fee Arrearage Wall of Shame," which has done much to improve fee collections over the past several years.

Officer Hendrix is quick to assist other members of the office staff whenever needed. If other officers are out, she deals with their offenders' needs. She also helps the Administrative Support Assistant (ASA) when needed by answering the telephone, pulling files, and setting up cases. She has no problem working the front desk, collecting supervision fees, and writing receipts. She is most definitely a team player, reaching out to assist whenever and wherever the assistance is needed. In 2011, during a three-month period without an ASA, Officer Hendrix did both her job and the ASA duties in an exemplary manner. When the new ASA arrived, all files in the Cullman Office had been scanned and all ASA work was up to date.

The Cullman Office was without power for over a week after a tornado struck Cullman on April 27, 2011. Monthly reports could not be taken in the basement of the courthouse where the office is located. Officer Hendrix was instrumental in setting up shop at the back door of the court house for May reporting, so that offenders could be seen and their issues addressed in a timely manner. She was able to accomplish this feat without the assistance of electricity or computers.

Officer Hendrix is an avid University of Alabama fan with Alabama paraphernalia throughout her office. She is very knowledgeable of football in general but has great knowledge of Alabama football. She also has a great love for the city of New Orleans where she enjoys visiting whenever she is able. Her office includes a display of Marti Gras masks that decorate the walls. It is obvious that she is passionate about the things in her life that she loves and cares about.

Officer Hendrix is a perfectionist in everything that she does. She has high standards and she lives up to those standards. She is a great asset to the Cullman Probation and Parole Office, the Cullman community and the Board of Pardons and Paroles.

## Support Staff Employee of the Year

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### Vickie Hood, District E, Moulton

Vickie Hood graduated from Lawrence County High School in 1984, and received an Associate's Degree from Calhoun Community College in 1991. She has been the sole ASA in her office for sixteen continuous years, faithfully serving in an outstanding manner in every respect.

Over the past five years in particular, she has dealt with many exceptional and unusual challenges, to include reacting to and assisting with multiple changeovers of the entire officer staff—both field officers and supervising officers, as well as a continually increasing workload. This year she has been instrumental and her assistance indispensable in assisting a newly promoted supervising officer recently transferred there, in learning the day-to-day operations of that office, as well as making introductions and ensuring that he is made aware of who is who, and who does what, within the courthouse and the local judicial system. She has performed this role for four different OICs in her career to date.

Throughout her tenure, she has remained flexible, professional, and eager to assist however needed to meet the needs of the office, its officers, and the supervised offenders. Over the past year in particular, however, she has doubled up in various capacities, as the office staff currently includes no female officers. She has served over and above the limits of her own job description by performing or assisting in certain additional functions that would normally be expected of a field officer. For example, since the probation office does not have any other corrections, judicial or law enforcement offices in their immediate vicinity with female officers who can offer assistance in this respect, she conducts the drug screens that are needed for female offenders.

Whenever her office receives the court's plea docket, which typically holds 100 to 200 cases, the office is required to complete sentencing worksheets on each person before court. Each time this occurs, for that entire docket she runs all NCIC and LETS checks, enabling the office staff to complete the remaining requirements.

The officers for that circuit have extensive court appearance requirements, as well as the normal home visits and other needs that frequently take them out of the office. As the sole ASA assigned, and being very experienced in the procedures and operations of our agency and the local courts, she mans the office and effectively takes care of all issues that arise.

The Senior Officer in charge has on multiple occasions cited the work, support, and assistance of the ASA as one of the primary reasons their office has been able to continue to not only function, but to excel in meeting both their administrative and supervision requirements for the Board and the courts.

This ASA is highly experienced and knowledgeable in her field, and her reliability and duty performance are consistently among the best in the district. Her work ethic and attention to detail are often noted by the District Manager in the various reports and administrative matters, which she prepares or assists in preparing and submits up the chain of command.

Yet for all the challenges faced, her daily demeanor in the office remains focused, cheerful, helpful, upbeat and professional in all respects.

Following the dreadful storms and tornados experienced during the past years, she and her husband—without any special requests being made of them—voluntarily launched themselves out into the community and busily assisted for several days wherever they could find instances in which they could be of help; these included serving food or water to others in need, picking up debris, raking yards, hauling branches, burning brush piles, and providing generator support and other general assistance to those in need.

Outside of her job, and in addition to caring for her family for 29 years to date, she is an active member of the Corinth Baptist Church. She has also remained active in the school and sports activities of her two daughters, to include the Lawrence County High Volleyball and Softball Booster Clubs, as well as the Shorter University Triple Circle Club. Her oldest daughter is a member of the Shorter University team that recently won the national softball title.

This delightful lady is not only well liked, but is also highly respected by the officers and other employees of this district. She additionally holds the trust and confidence not only of her own officers, but also of the courts, attorneys, the supervised offenders, treatment professionals, and others involved in the local criminal justice system.